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UNITED STATES INTELLIGENCE BOARD

OFFICE OF THE EXECUTIVE SECRETARY

5 August 1963

MEMORANDUM FOR : Mr. Ray S. Cline, Deputy Director (Intelligence),
Central Intelligence Agency
Mr. Allan Evans, Deputy Director for Research,
Intelligence and Research, Department of
State

[redacted] Chief of Staff, 25X1
Defense Intelligence Agency

[redacted] Deputy Assistant Director for 25X1A
Production, National Security Agency
Mr. Ludwell L. Montague, Board of National
Estimates, Central Intelligence Agency

SUBJECT : Draft Memorandum Responsive to USIB-M-278,
10 July 1963, Item 3. c.

REFERENCES : a. USIB-D-25.1/6, 13 June 1963
b. USIB-D-25.1/7, 8 July 1963
c. USIB-M-278, 10 July 1963, Item 3. c.

1. The attached draft memorandum for the PNIO Review Committee has been prepared by Mr. Allan Evans, the State Committee member, as requested by Mr. Cline, based on the discussion at the 1 August Committee meeting.

2. This paper is circulated for consideration of the Committee at a meeting presently scheduled for 1430 hours on Thursday, 8 August, in Room 7E30, CIA Headquarters Building. 25X1A

[redacted]
Executive Secretary

Attachment

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DEPARTMENT OF STATE
BUREAU OF INTELLIGENCE AND RESEARCH

August 2, 1963

Draft Memorandum Responsive to USIB-M-278, July 10, 1963, Item 3 .

I. The Task

1. The Committee was asked to make a report to USIB on two questions related to recommendation 21e in its report of June 13, 1963:

a. What effect upon the committees named in that paragraph, plus the Watch Committee, do the PNIOs have?

b. What more specifically did the Committee have in mind when it recommended that USIB direct these committees to report to it "the procedures adopted and actions taken or planned to discharge their responsibilities with respect to implementation" of the PNIOs?

II. The Committees

2. The Committee considered reports on the committees prepared by a working group appointed by the Chairman. As expected, the positions of the committees varied widely. The Watch Committee is least concerned with PNIOs because its frame of reference is and always has been clearly focussed on the one early warning objective. The IPC, on the other hand, does find some guidance in PNIOs, while the Sigint Committee finds guidance and would like to find more.

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3. Since the committees were thinking in terms of the old PNIOs, which the USIB found wanting and which this Committee was set up to reform, it is not surprising that the interest of the committees was in general tepid to cold. What is significant is that in one way or another most of the committees, though they claimed to be well immersed in current and operational requirements, also indicated a sense of some isolation and a need for guidance.

4. The Committee concludes that the new proposed PNIO system will, though not a cure-all, provide a welcome instrument of substantive guidance, while the proposed system of reporting will open up opportunities for the committees to submit their problems to USIB and thus to secure operational guidance which will make them more effective.

III. The Reports

5. The Committee's intention in its last recommendation contemplated three stages of action:

a. Upon approving each annual list of PNIOs (and each Quarterly Supplement?) the USIB would direct the several committees to report by a certain date - perhaps within 30 days - to its Executive Secretariat what they were doing to meet the priority problems identified in those documents.

b. The committees would within the given time period report back

(1) the part they felt they could play in accordance with their terms of reference

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(2) what they were actually doing

(3) what problems they were encountering in this process of implementation.

c. A central staff would take all these reports, analyze them, and digest them in a form suitable for discussion by USIB.

A word about each of these stages

6. The question of what USIB should direct the committees to do was recognized by the Committee to be very different between the first occasion and subsequent occasions.

a. In the future, after the first set of PNIOs which is now before USIB, the committees' reports will concern themselves chiefly with changes between new PNIOs and the preceding ones. This job should be relatively easy and brief.

b. Now, in reporting on action under the set of PNIOs presently before the USIB, the reporters have a more difficult problem. Taken in full, the PNIOs cover a fairly broad field, and could be made to include large areas of almost anyone's program. This Committee recommends that this time the USIB directive specify that the committees report only on the extra and unusual efforts - beyond normal coverage - which they are making on priority aspects of the PNIO subjects which fall within their areas of responsibility. (Alternatively: recommend they report only on problems they face in implementation - or no report at all this first year).

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7. The reports should, of course, be brief. Normally the objective is for the reporters to state what they should do, what they can do and are doing, what impediments they experience.

8. The staff, whether or not it is the DCI Coordination Staff, would be called upon for the purely staff function of preparing the most useful material for USIB consideration. The Committee expects that the staff would

a. Prepare and distribute terms of reference sufficient to make the finished reports comparable

b. Prepare a covering report to USIB that would facilitate understanding of the total picture. The Committee contemplates that this covering report might select and rearrange the important material from the reports, grouping the facts under the heads of the different PNIOs so that USIB could at a glance see what was being done under each Objective.

c. Include the Staff's own observations to clarify or emphasize for USIB the meaning of the total picture represented by the reports.

d. Give USIB copies of the original committee reports.

9. In this way, the Committee feels, USIB would have the wherewithal to assure itself that the PNIOs were being implemented. It could take action to correct faults, give aid, or resolve problems. At the same time, the Committee points out that this mechanism applies only to a limited - though important - area of community activity, and that

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comprehensive coordination beyond the area of PNIOs lies far beyond this Committee's responsibility and capability

IV. The Agencies

10. The Committee makes a new recommendation, that the principles of coordination and reporting here proposed for the USIB committees apply also to the intelligence agencies themselves. The USIB committees by no means cover the whole area of activity that should be affected by the PNIOs. USIB coordination would be most lop-sided if limited only to the committees. This Committee therefore

Recommends that throughout Part III
of this memorandum the word "committees"
be changed to read "committees and USIB
agencies."

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